

TERMS OF REFERENCE

Consultancy for Biodiversity Livelihoods, Market Research and Needs Assessment for Iyanola N.E. Coast in Saint Lucia

1.0 BACKGROUND INFORMATION

1.1 Geographic area to be covered

The North-East Coast extending from Point du Cap in the North of the island to Mandele Point in Dennery, also referred to as the North East Coast Iyanola Region (NEC-IR) of Saint Lucia is the project area and the focus of this Terms of Reference. The NEC-IR falls within the registration quarters of Gros Islet, Dennery and Castries and comprises twenty five (25) communities.

1.2 Contracting Authority

The Government of Saint Lucia acting herein and represented by the Department of Sustainable Development in the Ministry of Education, Innovation, Gender Relations and Sustainable Development (hereinafter referred to as the “Contracting Authority”), Norman Francis Building, Balata, Castries, Saint Lucia, West Indies.

1.3 Current State of Affairs along the North East Coast

The NE Coast, Grande Anse to Louvet in particular, is an area with high environmental sensitivity and conservation significance¹. The area is rich in natural resources and wildlife and is home to many rare plant and animal species that are endemic to Saint Lucia. Priority marine ecosystems of the NE Coast comprise: 1) Grand Anse Beach and Mangrove and 2) Louvet Mangroves. Both are designated Marine Reserves under the Fisheries Act (10 of 1984) due to their importance as turtle nesting sites and nurseries for the spiny lobster and other fish species. Though proposed as designated Marine Reserves, these marine ecosystems which adjoin private estates slated for new development are still to be clearly demarcated and mapped, in terms of identifiable boundaries and spatial dimensions. In addition, these ecosystems are threatened by menaces such as invasive species, degradation of conch habitats, hunting of iguanas and turtles, sand mining and degradation and removal of mangroves.

These areas have been, and still are used by the Saint Lucian citizenry for a range of purposes. Some of the more popular uses are traditional activities such as agriculture, hunting, fishing, charcoal production, timber extraction and sand mining. Many communities practice shifting cultivation within lands adjacent to

¹ ibid

the Government Forest Reserves². This has proven to be quite problematic and is further compounded by the removal of large tracts of forested lands, particularly on private lands. Adverse effects of these practices include loss of the forest lands which protect soils and facilitate water conservation, loss of valuable timber species, and destruction of the natural nutrient recycling systems. This also leads to fragmentation or destruction of crucial habitat types and forest ecosystems which ultimately results in loss of wildlife populations.

Though depicted in proposed national level development and land use plans as Protected Areas, the non-adoption and enforcement of these proposed plans, coupled with the absence of a detailed local plan has served to render the NE Coast and its environmental resources susceptible to the negative impacts of development, inappropriate land use and unsustainable resource exploitation. More than this, the beaches are a target for illegal sand miners due to the remoteness of the area, a result of the poor road network as indicated from an inventory of the island's beaches undertaken in 1996-1997 (OECS-NRMU 1998), and more recent anecdotal reports. Compared to other regions along the island's coast, the NE coast experiences the highest number of illegal slaughtering of sea turtles, a situation believed to also result from the remoteness of the area.

A preliminary land use map for the NEC-IR prepared during the Project Preparation Grant (PPG) phase shows that farming and settlements have resulted in degradation and fragmentation of the forests and much of the land is in secondary forests, scrubland or open wood land. The degraded forest areas in the NEC-IR indicated were taken from the following reports (Daltry, 2009; Morton, 2009) and supplemented by information received through interviews and a single site visit extending from Aux Leon to Babonneau. Priority areas were also selected at the PPG phase for restoration, by considering sites along riparian buffer zones, ravines and beaches and sites important to ecosystem services and biodiversity of global significance.

The National Land Policy (NLP), approved since 2007, and currently under revision, incorporates aspects of environment and natural resource management; however, there are no associated regulatory frameworks and guidelines to guide development in a manner that takes into account a broad range of critical ecosystem services and important biodiversity.

It is noted that while ecosystems provide a wide array of goods and services of value to people, such as: climate regulation, water supply, water purification, flood protection, food and fiber production, recreational opportunities, aesthetic

² UNEP. 2006. GEO Saint Lucia. State of the Environment Report. Government of Saint Lucia, Ministry of Physical Development, Environment and Housing.

and cultural values, biodiversity; these values are often not observable in markets and are therefore difficult to factor into decision-making quantitatively. However, failure to incorporate ecosystem service values may lead to inefficient decision-making.

Economic Profile

The main economic activities within the NEC-IR are centred on use of natural resources, with fishing and agriculture being the main activities. Traditionally, the main activities within the dry forest areas of the East Coast have been sugar, copra, and banana agriculture; whereas coconut plantations and the grazing of livestock have been more common along the flatlands (John M., 2010). While agriculture continues to be one of the main activities, there has been a decline in cultivation of most of the traditional crops due to factors such as environmental impacts and vulnerability of markets.

There are currently a number of proposed formal eco-tourism initiatives within the Iyanola region of the island. It is anticipated that eco-tourism developments, such as eco-resorts near the Grand Anse, Marquis, Louvet, and Fond D'Or areas, will serve to foster greater interest in the region. Growth in the product offering, as well as enhancement of existing touristic activities are regarded as significant prospects for the generation of employment and facilitation of entrepreneurial activities within the region. Further, development of the tourism product has the advantage of providing linkages to other economic sectors, including agriculture, fisheries and manufacturing (Jules, 2005, p. 5). However, expansion of the nature tourism product within the region must take into account the sustainability of these initiatives, not only within the environmental context, but also within the social and economic context.

The Issue:

The last Country Poverty Report indicates inadequate livelihood and income generation options for rural communities: with poverty in Saint Lucia considered mainly a rural phenomenon, with rural districts showing poverty prevalence rates in excess of 35%.³ The NEC-IR comprising the rural communities of Monchy, Babonneau and Dennery, typify this socioeconomic status. In addition to social and economic factors, environmental threats or risks also pose a threat to the sustainable development of such communities.

³ Government of Saint Lucia and the Caribbean Development Bank. Saint Lucia Country Poverty Assessment Report. Prepared by Kairi Consultants, Ltd.; 2008.

Baseline analyses carried out in the project area gave further evidence to the considerable threats to traditional sustainable production practices and the maintenance of biodiversity, from over-consumption or over-utilisation of resources for livelihoods, which have the potential to result in a loss of resource bases. Further, agricultural activity in the NE Coast competes with forest biodiversity, and the potential for harmonious agroforestry has not yet been significantly tapped into.

The challenge therefore, is to facilitate options to address the staggering unemployment in the project area and create a “win-win” economic and ecological strategy that meets the needs of the Saint Lucian people, and takes into account the sensitive and rich biodiversity of the country.

2.0 OBJECTIVE & EXPECTED RESULTS

The overall objective of the *Iyanola-Natural Resource Management of the North East Coast* Project is to effectively manage and sustainably use the natural resource base in the North East Coast – Iyanola Region (NEC-IR) and improve the land use planning, policy and regulatory framework to contribute to the sustainable benefits for the local community and further afield.

2.1 Objectives

The specific objectives of this consultancy are to:

- i. Conduct an analysis and assessment of the value chains and linkages in the agro-food (agricultural and agro-based), nature-based tourism, non-timber forest products and apiculture sectors, to develop sustainable livelihoods packages for job and wealth creation in the project area.
- ii. Use the results of the assessment above to draft Standards, Guidelines and reference materials to secure investments in Biodiversity-friendly Livelihoods/Businesses in the agro-food (agricultural and agro-based), nature-based tourism, non-timber forest products and apiculture sectors, among others.
- iii. For three selected bio-livelihoods, propose recommendations for specific enhancements to key environmental, development and planning policies, legislation, regulations and guidelines that would enable the development of viable bio-livelihood opportunities in the NEC-IR.

2.2 Results to be achieved

It is expected that this assignment will contribute to:

- i. Improved systemic and institutional capacity of the agricultural, nature based tourism, apiculture and other biodiversity related sectors in the

project area to facilitate the generation of goods and services from biological resources that can compete more effectively in identified varied markets.

- ii. Increased technical knowledge and competencies added to the agricultural nature based tourism, apiculture and other biodiversity related sectors in the project area through a process of learning by doing, to introduce improved value chain management. Emphasis should be placed on how the value chain can be shifted to target additional markets and increased business opportunities, to deliver a package of quality products and services branded under an “Iyanola” brand.
- iii. Improved information-sharing among departments with responsibility for livelihood planning, particularly within the NEC-IR, with support from experts from the requisite fields.
- iv. Increased economic activities among both men and women within the project area.

3.0 ASSUMPTIONS & RISKS

3.1 Assumptions

- i. Data is readily available on yield levels, area planted, areas of surplus production, potential areas for increased production and feasibility studies on potential production and markets.
- ii. There is reciprocal trust and confidence between public and private sectors and they are willing to provide the necessary information.

3.2 Risks

- i. Timeliness in the delivery of the Consultant’s outputs may be impacted, due to the interdependency of the outputs of the various consultancies, and will be dependent on fast paced work and the extent of the inter-relationship between and among the consultants.
- ii. Based on the geographic space of the project, residents may have unrealistic expectations of the project.
- iii. Data for value chain analysis may not be readily available.
- iv. Inadequate disaggregated data for gender analysis and skill sets
- v. Given geographical size, unrealistic expectations from community residents and other project stakeholders
- vi. The timely response of personnel from national executing agencies may result in delays of input and feedback.
- vii. The existing culture whereby agencies/individuals, particular private sector, are not very forthcoming with data and information especially when it is considered sensitive.
- viii. Seasonality of markets especially for tourism products may pose challenges during the low season

- ix. Weather patterns and natural disasters may affect agriculture and forestry core products and inputs.

3.0 SCOPE OF WORK

The Consultant will employ culturally appropriate and gender sensitive methods and approaches, compatible with international and national standards in tourism, forestry, commerce and agriculture marketing framework, to achieve the following:

Task 1: Inception Report

Submit an inception report to the contracting authority no later than two weeks from commencement of the consultancy to (i) propose the process for conducting all activities, (ii) determine roles and responsibilities, (iii) the basis of implementation, and iv) detail work plan and schedule. Upon receipt of comments from the Contracting Authority, submit the Final Inception Report.

Task 2: Validation of Situational Assessment

This task involves the rapid assessment of the situation analysis and needs assessment to validate the 3 identified categories of bio-livelihoods/businesses - from Biodiversity friendly goods and services (Non Timber Forest Products (NTFP), Nature-based tourism and Apiculture). In conjunction with relevant agencies and the other Project Consultants, the Consultant will:

- (i) Organise, participate in and contribute to meetings with stakeholders, in particular the Livelihood Selection Workshop, to validate and/or expand baseline information on selected species and ecosystems to compile resource inventory for final selection of 3 bio-livelihood pilots within the NEC-IR.
- (ii) Identify the local production and marketing linkages for each of the identified bio-livelihoods and assess their relevance, adequacy, strengths and challenges, etc.
- (iii) Identify production and marketing groups available within each of the localities that provide inputs, handling, and storage and marketing facilities for each of the identified bio-livelihoods
- (iv) Compile statistical data on the import, export and sales of the identified commodities, including the timing of such sales.
- (v) Conduct rapid assessment of policies that affect market access for bio-livelihoods, including relevant Government policies, market liberalization, institutions for credit, insurance, transport, etc.

- (vi) Prepare a validation report assessment of situation reflective of the above

Task 3: Market Potential Validation

This task constitutes the conduct of market research for the three (3) selected BD friendly products and services to assess and evaluate product demand, supply, and current market arrangements for selected BD friendly products and services. In conjunction with relevant agencies and the other Project Consultants, the Consultant will:

- i. Map national, regional and international potential markets identified in the validation assessment identified in the validation assessment to ascertain:
 - a. The market channels and how the channel choices were determined.
 - b. The products or services which will be delivered to various markets to include the required intrinsic characteristics of the product or service including the production process.
 - c. The number of stages in the channel. For example, a producer can deliver directly to customers further downstream the channel or through intermediary partners (such as traders, distributors or processors).
 - d. The factors which constrain channel choices, e.g. barriers to markets, access to demand and price information; and specific demands from these markets such as production in compliance with quality standards; characteristics of these markets, knowledge of market demands by the producers, and their technological abilities.
- ii. Identify concrete commercial opportunities and conduct market analysis for each bio-livelihood/business to include new market opportunities with retail chains or with their suppliers and the impact of adding value to current product sales through product diversification, differentiation or other methods. In so doing, the Consultant will be required to:
 - a. Characterise the differentiation to market access – e.g. micro medium-and large producers and service providers catering to respective markets.
 - b. Analyse current market trends in terms of market demand and supply, price-scheduling mechanisms, market determinant factors, supply chains and government market regulatory and control mechanisms
 - c. Identify the requirements for market access throughout the value chain, e.g. technological capabilities of producers, available infrastructures, bargaining power and market knowledge and orientation
 - d. Identify the constraints to market access, e.g. insufficient access to market information, inability to translate market information, lack of specialized skills and difficulty accessing technology, inputs, market, information, credit and external services.

- e. Collaborate with relevant agencies, to explore access to external markets.
 - f. Analyse potential risks producers of the specified commodities and services may face and suggest possible mitigation measures.
 - g. Identify and assess capacity to comply with industry standards for production and sale of BD friendly products.
 - h. Conduct comparative analysis for select categories of BD friendly products, including pricing, product quality, etc.
- iii. Prepare Marketing Validation Report addressing issues as identified in i. and ii above.

Task 4: Value Chain Analysis and Mapping

The consultant shall:

- i. Conduct field surveys, interviews with stakeholders, and market surveys to develop a value chain system for each of the three (3) identified commodities. That system should integrate all the identified activities and processes including primary and support services, capable of encouraging entrepreneurs desirous of capitalizing on existing and emerging markets. The value chain analysis should also show at each level, the detailed key production processes around the main products from the provision of inputs to production, transportation, transformation, processing, marketing, trading and retailing to final consumption.
- ii. Identify the actors in each of the value chains.
- iii. Assess the resources, skills and capacities of the three (3) Bio-livelihoods/businesses related to the procurement of inputs and the products of each of the selected commodities.
- iv. Determine the nature of value added in the value chain - safety and quality of the product, branding and labeling, social, gender related and environmental norms and sustainability standards. Compliance with standards implies high certification costs (for producers) and high monitoring costs (for buyers).
- v. Propose how the process and product value chain can be upgraded through
 - a. upgrading of products and packaging
 - b. upgrading of processes
 - c. functional upgrading (in sourcing production or distribution functions)
 - d. Inter-sectoral upgrading (where chain actors can introduce value adding processes from other sectors to offer new products or services)
- vi. Suggest improvements in the value chain system to ensure direct linkages of the farmers with the major markets and increased incomes from their produce.
- vii. Develop standard operating procedures for product development.

- viii. Indicate the practical implications of the new arrangements in terms of streamlining production, packaging, shipping and logistics as well as scheduling and pricing, giving consideration to:
 - a. Motivation for value chain actors to improve their position in the chain;
 - b. Regulatory frameworks, including sanitary and phytosanitary requirements for each of the value chains;
 - c. Obstacles and proposed remedial actions to the development/implementation of a value chain process/framework;
 - d. Suggested management and policy implications of upgrading value chains.
- ix. Prepare Draft Value Chain Analysis and Mapping Report for each commodity based on the steps identified above

Task 5: Develop Baseline Project Profiles and Business Plans

This task involves the preparation of business plans to include marketing plans, as well as proposals for grant funding or concessionary financing. The consultant shall:

- i) In conjunction with relevant agencies, prepare draft project profiles for the three selected sustainable livelihood initiatives within the project area. Recommendations for pilot BD livelihoods/businesses should be practicable in the near to medium term, six (6) to (twelve) 12 months in duration and should focus on, but not be limited to: management architecture, governance, infrastructure, deliverables and corresponding timelines. Draft project profiles should be submitted to the contracting authority for review.
- ii) Organize stakeholder review of proposed Project Profiles and update with stakeholder and contracting authority feedback. Final Project Plans should include:
 - a. Opportunities for improved sustainable efficiencies and economies accruing to various actors in the product/marketing chain of each BD livelihood/business.
 - b. Identify the roles and responsibilities of all stakeholders who will have interface with the livelihoods developed.
 - c. Outline the financial resources required to implement/operationalize the livelihoods to include, but not limited to capacity building and development, marketing, infrastructure, branding
- iii) Submit final profiles, final project plans and business plans for each bio-livelihood product/service.

Task 6: Develop BD Friendly Goods and Services for Market

The Consultant shall:

- i) Collaborate with the Saint Lucia Bureau of Standards to establish principles and procedures for environmental labelling/branding and declarations for certification and Eco labelling consistent with the philosophy of the IYANOLA project.
- ii) Identify, document, and compile best practices in management and operational procedures and processes for the production of selected BD friendly goods and services.
- iii) Develop training and other manuals to increase capacity of personnel to operationalize the three (3) bio-livelihoods/businesses.
- iv) Develop and compile Manual and Standard Operating Procedures (SOPs) for BD Friendly Livelihood/Business.
- v) Submit training and other manuals.

Task 7: Closeout Report

The Consultant is required to submit to the contracting authority a Closeout Report. This report will be prepared to highlight the nature of work undertaken, noting the level of success and constraints in the methodologies used, the nature and quality of stakeholder participation, limitations in the scope of the consultations and meetings, any potential constraints which are anticipated in the deliverables effective application and any other lessons learnt during the process.

5.0 DELIVERABLES

5.1 Reporting requirements

The Consultant shall provide the following reports in working language, English, in two (2) original hard copies and electronic copy, in addition to documents required under specific activities.

- i. Inception Report, inclusive of a detailed schedule, and methodology, 2 weeks after signing contract (Task 1) – two (2) weeks after contract signing.
- ii. Complete Final Value Chain Analysis and Mapping for all of the identified commodities, inclusive of situational analysis and market validation assessments (Tasks 2, 3 and 4) – ten (10) weeks after signing of contract
- iii. Complete 3 BD Livelihood/Business Management Project Profiles (Task 5 i) – eighteen (18) weeks after signing of contract
- iv. Final Management/Business Plan Analysis report for three Bio-livelihood enterprises or businesses based on feedback from review of the identified commodities, inclusive of comments (Task 5 ii and iii) – eighteen (18) weeks after signing of contract

- v. Develop BD Livelihoods/Businesses for Market. Manual and Standard Operating Procedures (SOPs) and Standards and Guidelines for BD Livelihood/Business (Task 6) – twenty four (24) weeks after signing of contract
- vi. Closeout Report detailing the work undertaken, the difficulties and challenges experienced in the conduct of the consultancy, and the lessons learned (Task 7) – twenty six (26) weeks after signing of contract

5.2 Submission & approval of reports

The reports referred to above must be submitted to the Department of Sustainable Development (contracting authority). The Closeout report should be submitted in three (3) hard copies accompanied by the electronic version.

Feedback on approval and on issues raised from reports shall be given to the Consultant within fifteen (15) working days of receipt of draft by the contracting authority.

6.0 TARGET GROUPS

Consultations should include, but not be limited to the following stakeholders:

- i. Producers and service providers for the identified commodities and services
- ii. Middlepersons in the value chain for each of the value chains
- iii. Processors in the value chain
- iv. Other resources users and actors in the value chain
- v. Markets in the value chain
- vi. Financial intermediaries in the value chain
- vii. Ministries responsible for Agriculture, Tourism and Sustainable Development

7.0 SUBMISSION

In submitting their proposal, the consultant must:

- Carefully review and comment on the Terms of Reference, recommending potential refinements where necessary, including making such recommendations as deemed appropriate to enhance the quality of the assignment and outputs/deliverables.
- Review all other documentation that may be relevant to this assignment paying close attention to UNEP-GEF guidelines on programming, in particular GEF tracking tools and standards for UNEP-GEF cooperation monitoring and evaluation.

- Submit a detailed methodology and work-plan including a time schedule, the name, professional status and biographic data of the professional key experts to be employed in this assignment.
- Proposals should be submitted in a sealed envelope marked **CONFIDENTIAL**. This outer envelope should contain two separate sealed envelopes; one containing the technical proposal and marked ‘Technical Proposal’, the other containing the financial proposal and marked ‘Financial Proposal’. Both the Technical and Financial Proposals must be signed. Submissions should be received by 12:00 noon on 1st February 2017. Proposals should be clearly marked “**Consultancy for Biodiversity Livelihoods, Market Research and Needs Assessment for Iyanola N.E. Coast in Saint Lucia**” and addressed to:

The Secretary
 Central Tenders Board
 Office of Director of Finance
 Ministry of Finance, Economic Growth, Job Creation External Affairs and
 Public Service
 Finance Administrative Centre
 Point Seraphine
 CASTRIES, Saint Lucia.

- Further information required to assist in the submission of proposal, please contact Ms. Francillia Solomon at email francillia.solomon@govt.lc respectively or cell phone (758) 520-0565.

8.0 PROJECT MANAGEMENT

8.1 Responsible Body

The Implementing Partner (IP) of the project is the Department of Sustainable Development. The Department of Agriculture, Fisheries, Natural Resources and Cooperatives, through its Marketing and Extension Services, will be the co-executing agency for this consultancy. The Ministries with responsibility for Tourism and National Development will provide other requisite technical support.

8.2 Management Structure

The contract will be between the Department of Sustainable Development and the Consultant. The Consultant shall be supervised by and report to the Market and Extension Services Director in the Department of Agriculture. The National Iyanola Project Coordinator through the Iyanola Project Steering Committee will be responsible for endorsing all deliverables under this contract. Payments will be

facilitated by the National Project Coordinator (NPC). The various entities will operate through designated Focal Points (with designated alternates) from each of the relevant Divisions/Departments/Units, to provide (i) on-going guidance on project implementation, with particular focus on technical related matters and (ii) serve as liaison between the agency and the Department of Sustainable Development and other relevant agencies.

Changes in the TORs may be made only in accordance with needs and subject to mutual written agreement between the Consultant and the Department of Sustainable Development through the National Iyanola Project Coordinator.

8.3 Monitoring and Compensation

8.3.1 Value of the Contract

The value of the contract is to cover all costs associated with the deliverables of the consultancy.

9.0 LOGISTICS AND TIMING

9.1 Location

The operational base for the project will be Saint Lucia.

9.2 Commencement date & Period of implementation

The intended commencement date will be the day of the signing of the contract and implementation will be over a nine (9) month period, to facilitate the integration of outputs from other inter-linked consultancies for Development of Planning and Policies, Ecosystem Services Valuation, and Bio-Livelihoods Administrative Framework.

10.0 REQUIREMENTS

10.1 Personnel

The assignment will require a team with multidisciplinary expertise. Team personnel should have:

- i. Excellent command of written and spoken English.
- ii. Familiarity with the local language, Kweyol.
- iii. Sound knowledge and wide experience in the development and use of participatory approaches in natural resource management or social development projects.
- iv. Knowledge of and experience in the Small Island Developing States, particularly the Caribbean region, and working experience in Saint Lucia.
- v. Knowledge and experience of the UNEP-GEF guidelines and standards, and/or its associated Conventions would be an asset.

- vi. Working knowledge of Microsoft Office, including Word, Excel, PowerPoint and MS Project.

10.1.1 Key experts

Key Expert 1: Business Development Specialist and Team Leader

The ideal candidate(s) should possess the following qualifications and experience:

- i. Minimum a Master's degree level or its equivalent in Business Development/Management, Economics, Marketing and Systems Management with a focus in Small/Medium/Micro Enterprise Development or related fields
- ii. Five year experience in marketing strategy formulation and implementation in a consultant role
- iii. At least 10 years work experience in related industries, including at least 5 years in production / packaging / distribution / input procurement and logistics;
- iv. Extensive knowledge of the importation and distribution of biodiversity-friendly products into regional and international markets
- v. Experience in providing hands-on support to Small/Medium/Micro Enterprise and prospective entrepreneurs and other downstream value chain actors in the area of market and trade development in the identified commodities
- vi. Proven ability to design and implement programmes that create market opportunities for small entrepreneurs, processors and other value chain actors
- vii. Demonstrated ability in value chain, sub-sector analysis, good understanding of private sector and trade policies including market dynamics and participatory methods
- viii. Experienced in team leadership and coordination

Key Expert 2: Value Chain Management Specialist – Agriculture/Apiculture

- i. Minimum a Master's Degree or its equivalent in Agriculture/Apiculture or related field
- ii. At least 5 years work experience in the agricultural industry in tropical agricultural production / packaging / distribution / input procurement and logistics;
- iii. Sound knowledge and experience in food safety systems and production input supply management is required

- iv. Experience in providing hands-on support to small holder farmers and other downstream value chain actors in the area of market and trade development in the identified BD friendly livelihoods/businesses
- v. Proven ability to design and implement programmes that create market opportunities for small holder farmers, small scale processors, and other value chain actors
- vi. Demonstrated ability in value chain, sub-sector analysis, good understanding of private sector and trade policies including market dynamics and participatory methods

Key Expert 3: Value Chain Management Specialist – Tourism Management

- i. Minimum a Master’s Degree in Tourism/Hospitality Management, Eco-Tourism or equivalent
- ii. At least 5 years work experience in eco-agro nature based tourism, with a focus on production and marketing of bio-diversity friendly products and services
- iii. Minimum five years of proven ability to design and implement programmes that create market opportunities for small entrepreneurs and other actors
- iv. Demonstrable knowledge on value chain analysis and participatory methods

Key Expert 4: Value Chain Management Specialist – Forest Management

- v. Minimum a Master’s Degree in Forest Management, Agro-forestry or equivalent
- vi. At least 5 years work experience in non-timber forest products with a focus on production and marketing of bio-diversity friendly products and services
- vii. Minimum five years of proven ability to design and implement programmes that create market opportunities for small producers, processors, and other value chain actors
- viii. Demonstrable knowledge on value chain analysis and participatory methods

The Consultant shall be required to provide the *curriculum vitae* for all experts referred to in the consultancy as part of their tender.

10.2 Working Arrangement and Logistics

The Contracting authority will:

- a) Ensure timely review of reports submitted by the consultant and facilitate the provision of feedback within two weeks of receipt of reports.

- b) Initiate the consultation and co-operation of other agencies required to provide support to the consultant for realization of the relevant aspects of the assignment.
- c) Provide office accommodation for the consultant.
- d) Provide access to relevant existing information

The Consultant will:

- a) Execute the duties and tasks outlined in Section 3 above with due diligence and efficiency and in accordance with the highest standards of professional competence, ethics and integrity.
- b) Be responsible for the collection and analysis of all data and information to assist in the timely completion of the assignment.
- c) Submit reports and plans within the stipulated timeframes stated in the Terms of Reference for review by the Client.
- d) Be responsible for the provision of software, equipment, materials and transportation required to undertake the consultancy.
- e) Execute the services in accordance with the laws, customs and practices in Saint Lucia and use the appropriate international/regional standards for preparation of technical information.

10.3 Equipment Purchase

No equipment is to be purchased by the Consultant on behalf of, or transferred to the Contracting Authority as part of this consultancy. Any equipment acquired by the Consultant for use in this consultancy shall not be charged to the contracting Authority.

11.0 MONITORING AND EVALUATION

11.1 Definition of Indicators

The main indicators which will be used to measure progress in achieving the outputs of the consultancy are the timely presentation of the deliverables in Section 5, above.

11.2 Special requirements

The Consultant must take the necessary measures to ensure the visibility of the UNEP-GEF financing and the co-financing from the Government of Saint Lucia and other Stakeholders for all outputs.

Attachment 1 – Project Document